

NONPROFIT MOTIVATION

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B BUS 300: Organizational Behavior, Ethics, And Inclusivity

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Introduction

For this project, we decided to research motivation, commitment and extra-role performance among nonprofit organizations. We felt that this topic was both interesting and important to current times with people trying to readjust after the global pandemic. We've noticed that many organizations are suffering from low levels of staff and motivation to return to the office. According to a research article named "COVID-19 as a nonprofit workplace crisis: Seeking insights from the nonprofit workers' perspective," the authors found that the pandemic "impacts nonprofit workers and could be a career shock for these individuals, potentially altering how they think of their work and career intentions, even jeopardizing their commitment to the sector" (Kuenzi et al., 2021). Therefore, we were interested in learning if workers of nonprofit organizations felt the same way or experienced even less motivation. Nonprofit employees are split into two categories, volunteers and paid employees. We deduced that volunteers must feel intrinsically motivated to a certain degree. Instead of earning a salary for their efforts, volunteers gain a sense of meaningfulness and impact. Though salary-earning workers gain extrinsically, they can still be motivated for intrinsic reasons. Salary-earning workers could have felt unmotivated during the pandemic for various reasons such as lack of social interaction and uncertainty caused by the state of the world. From what we have perceived in the past, workers of all types decide to work for nonprofits because they are passionate about the issues that the nonprofit tries to solve. We chose to survey many nonprofits in hopes of attaining a comprehensive answer. We would like to investigate how their passion fares against the global pandemic. The report should answer the following questions:

1. How did the pandemic affect employee's motivation and commitment in nonprofit organizations?

2. Did the pandemic increase or decrease Extra-role performance among employees of nonprofit organizations?

Research Methodology

We utilized a combination of qualitative and quantitative research for a more concentrated finding as well as balance out the general limitations of each approach. Some of the limitations that we anticipated to encounter when conducting quantitative research included no detailed follow ups or explanations from respondents, positivist, and unearned legitimacy. On the other hand, for qualitative research, we expected to receive less generalizable data (i.e. too context specific) and less likely to determine causality. Our research methods include:

1. Online Survey (Quantitative)
2. Interviews (Qualitative)

To collect quantitative data, we designed a set of questions using Google Forms for the target respondents' flexibility and convenience. To lessen potential bias and encourage honesty, confidentiality and anonymity will be ensured throughout the process with no requirement for identifiable information. We distributed the survey online to 21 different workers across multiple nonprofit organizations. The survey consists of Likert scale, multiple choice, and one open-ended question. Each team member utilized their network of families and friends to find people who currently worked at nonprofits. Additionally, some members proactively reached out to other nonprofit employees on LinkedIn to ensure enough data would be collected.

At the same time, we gathered qualitative data from 5 interviewees at 5 different organizations. Our participants included a volunteer at an organization providing free food for people in need, an employee at a nonprofit healthcare, Committee President at a cultural nonprofit in Seattle, president of an organization that connects Indonesian students in Seattle, and

a Development Officer at Tacoma Rescue Mission. All interviews were conducted via Zoom; every identifiable information would be maintained confidential. We let the interviewees know in advance that they should only share information that they felt comfortable sharing.

During the data collection process, we faced some small challenges such as respondents forgetting to fill out the survey, unresponsiveness from a few other interviewees, and difficulty in reaching the goal of number of target respondents. Fortunately, near the end of the collecting period, we found new nonprofit workers who were willing to help out with the interview. We also proactively sent reminders to the respondents in a respectful manner as we understood filling surveys out could be very time-consuming.

Relevant Frameworks

1. Motivation

There were two statements designed to focus on analyzing motivation at nonprofit. The first statement was whether respondents value social impact more than tangible rewards received at work, and the second one was whether respondents felt more productivity with a flexible work schedule.

Based on Figure 1, we see 52% of the respondents strongly agreed and 24% slightly agreed that they valued their social impact more than tangible rewards they received at work; only approximately 13% disagreed with the statement. That being said, the findings brought us to the

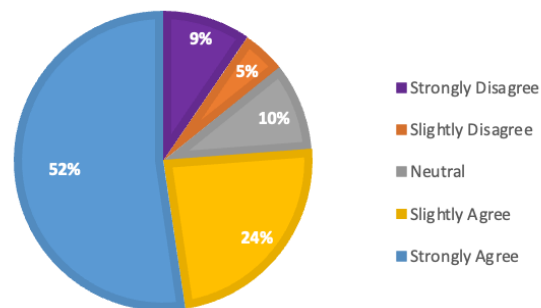
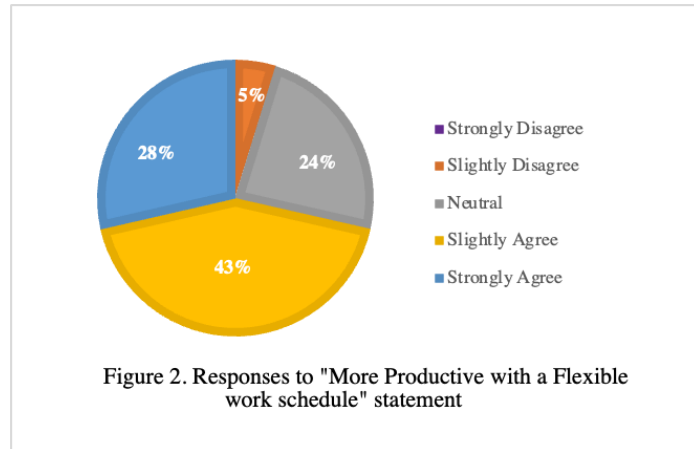


Figure 1. Responses to "Value Social Impact more than Tangible Rewards" statement

assumption where nonprofit workers were more inclined to intrinsic motivation with sense of meaningfulness and impact.

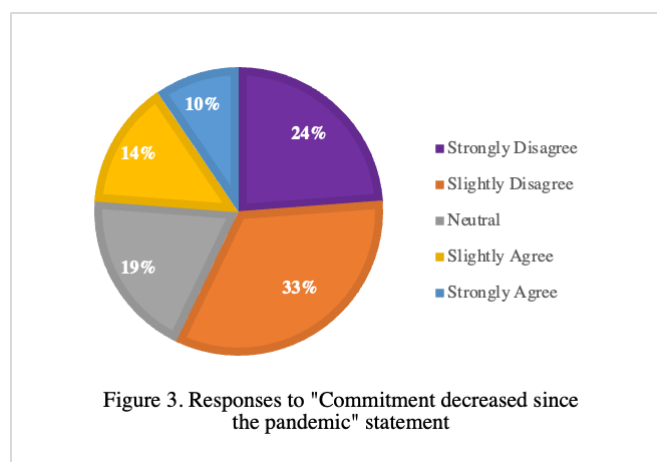
Next, according to Figure 2, there were 43% of respondents who expressed a slight agreement that having a flexible work schedule made them become more productive and 28% of respondents chose the strongly agreed option. This indicated the fact



where variable schedules are more motivating. Furthermore, it tied into a sense of self-determination that belonged to intrinsic motivation. We can see that both employees and workers were both motivated intrinsically. Three motivators can be identified based on the findings include sense of self-determination (workers perform better when they have more control of work schedules), sense of impact (workers value the social impact they're able to create), and sense of meaningfulness (based on our qualitative data such as one respondent wrote that "I continued to volunteer during the pandemic as animal care is essential and needs to happen, no matter what").

2. Organizational Commitment

In terms of organizational commitment, the survey data shows a split. According to Figure 3, approximately 43% of respondents were either neutral or agreed that their



commitment to their organization had decreased since the pandemic. This also indicated about 57% of respondents believed their commitment remained unchanged.

Figure 4 shows a similar situation—when asked if they would work at their organization for the next 2 years, 43% of respondents were neutral while 19% slightly or strongly disagreed. This means around 62% of respondents were unsure whether they could stay long-term. Overall, this shows that approximately half of the respondents did not show full commitment to their organizations.

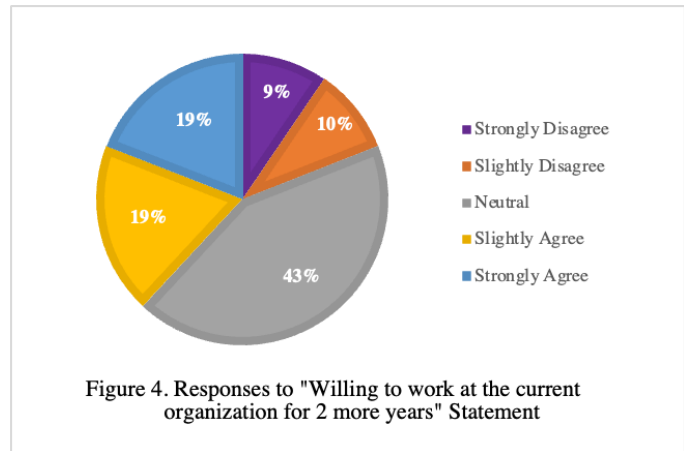


Figure 4. Responses to "Willing to work at the current organization for 2 more years" Statement

While respondents did show signs of withdrawal, it was not major. According to Figure 5 and Figure 6, 24% of respondents reported to have experienced physiological withdrawal, while 28% reported to have experienced physical withdrawal. The majority of respondents either remained neutral or disagreed that they had experienced withdrawal symptoms.

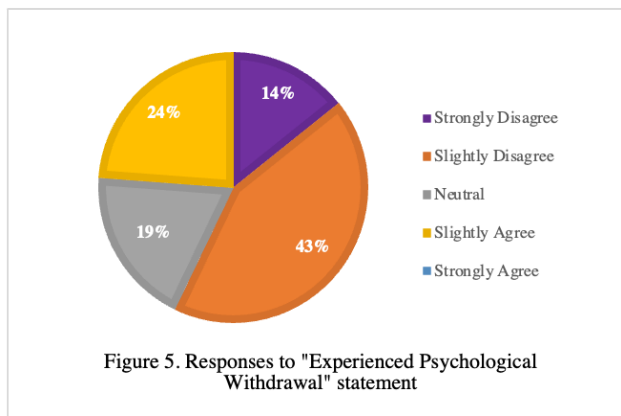


Figure 5. Responses to "Experienced Psychological Withdrawal" statement

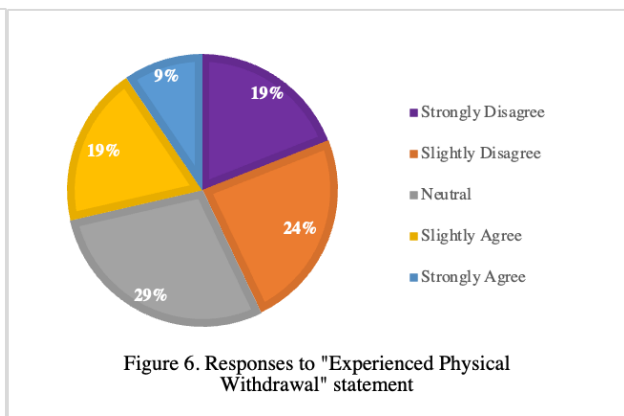


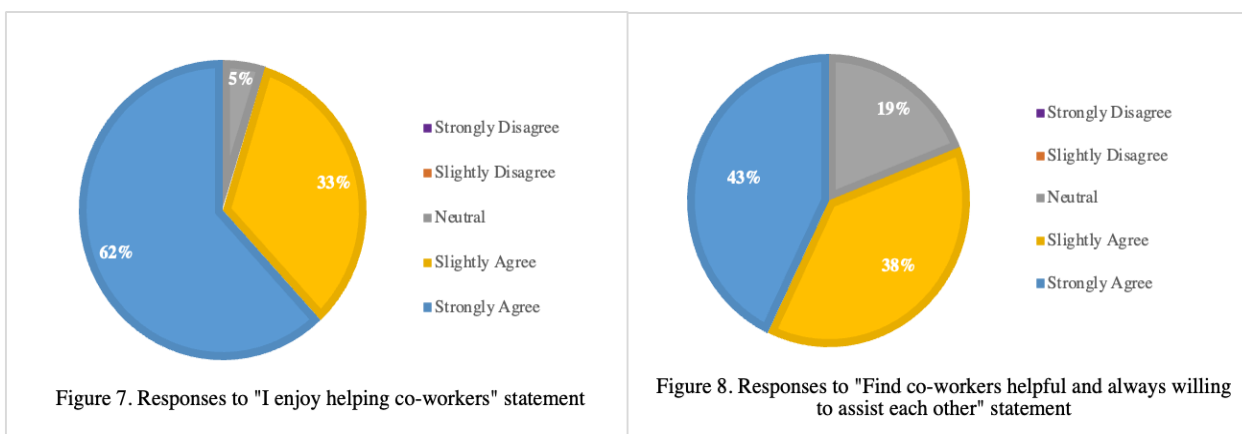
Figure 6. Responses to "Experienced Physical Withdrawal" statement

In addition to survey responses, the interviews indicated that the main reason workers chose to remain with their organization during and after the pandemic was due to affective

commitment. People who were tied emotionally to their peers or the organization itself felt inclined to stay. Normative commitment was also a factor—those who felt a responsibility to their community or the organization were more likely to help out. Those who experienced weaker forms of commitment, such as only continuance or normative, tended to to withdraw and eventually resign. Physical withdrawal especially increased during the pandemic as people found it easier to stay at home and reduce their effort. Overall, affective commitment was most important when it came to retaining employees and volunteers post-pandemic.

3. Extra-role Performance

When participants were given statements related to extra-role performance, we saw that participants had positive relationships with their co-workers within the organization. Participants were first asked if they enjoyed helping co-workers in their organization, and if they found their co-workers helpful and always willing to assist each other . Majority of participants agreed with this statement, with 95% agreeing with the first statement, and 81% agreeing with the second (Figure 7 and 8). The rest of participants voted neutral, meaning that no participant disagreed with this statement.



Participants were then asked if they felt like they have experienced fewer positive interactions with co-workers since the pandemic. According to Figure 9, 48% of participants strongly disagreed with this statement, and 14% slightly disagreed. This shows that 62% of participants have experienced the same amount or more positive interactions with co-workers since the pandemic.

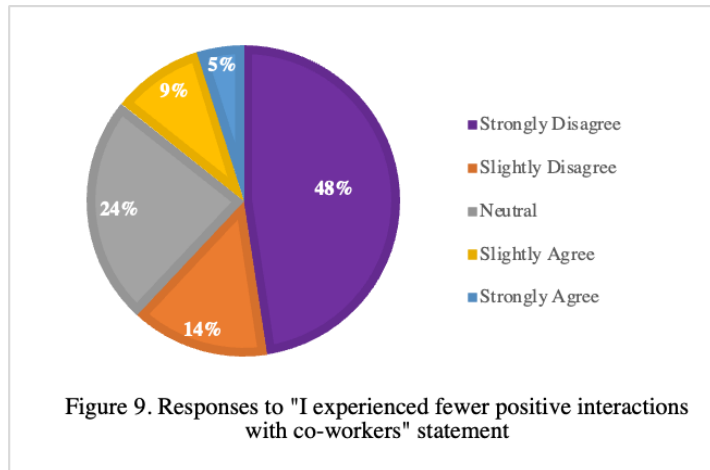


Figure 9. Responses to "I experienced fewer positive interactions with co-workers" statement

The next statement participants were measured on is if they felt like they engaged in less organizational citizenship behavior. 43% of participants strongly disagreed with this statement, and 19% slightly disagreed (Figure 10).

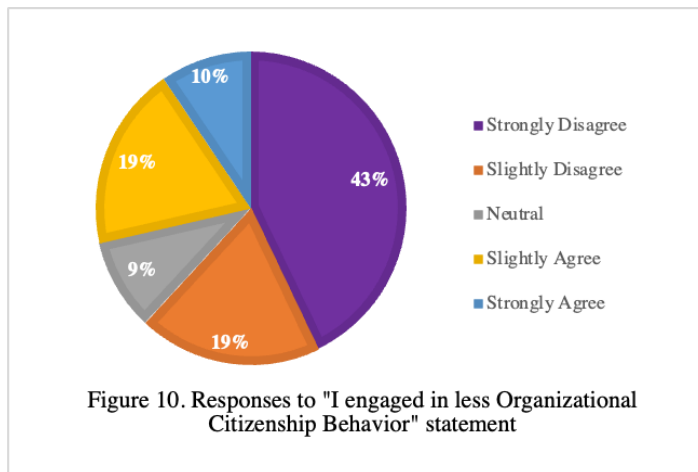
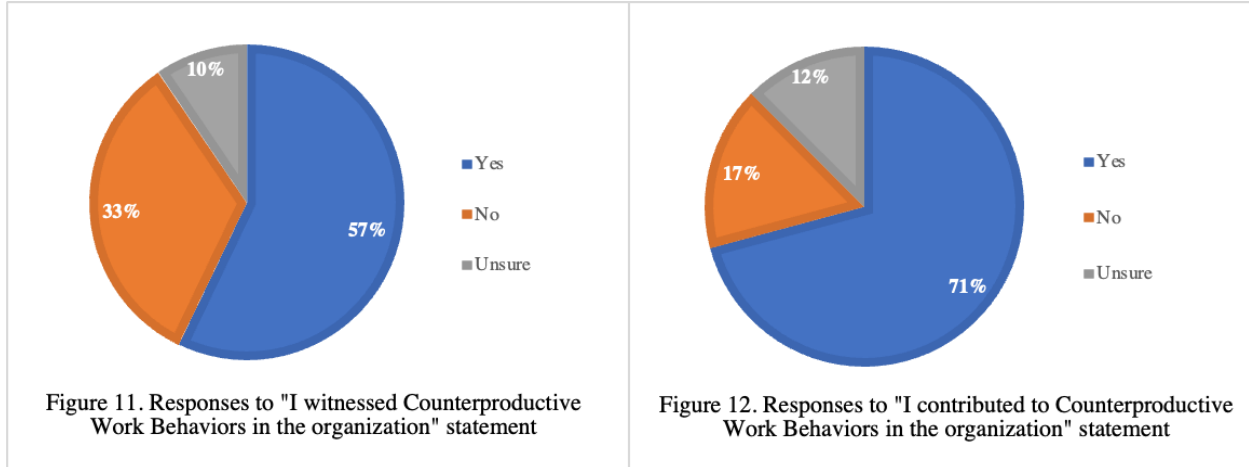


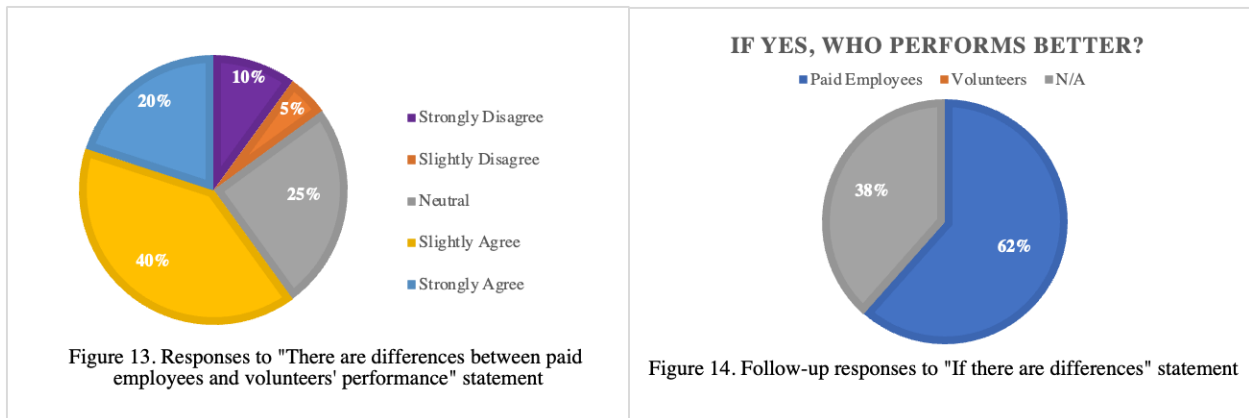
Figure 10. Responses to "I engaged in less Organizational Citizenship Behavior" statement

With this information, we can see that participants still maintain positive levels of organizational citizenship behavior in their nonprofit organization. These organizational citizenship behaviors can also go hand in hand with participants' positive experiences with co-workers

after the pandemic.



Figures 11 and 12 represent the data when participants were asked if they had witnessed counterproductive work behaviors in the organization, and if they contributed to counterproductive work behaviors in the organization. Both graphs show that the majority of participants witnessed and engaged in counterproductive work behaviors within their nonprofit.



Lastly, participants were asked if they think there's a difference between paid employees and volunteers' performances in their organization. For those who agreed with the statement, participants were then asked if they believe paid employees or volunteers performed better. 40% of participants slightly agreed that there was a difference, while 25% were neutral on this stance. For those who did think there was a difference, 62% believed that paid employees performed better than volunteers. This could be due to the monetary value of a paid workers position.

4. [Additional Findings](#)

Although we did not plan to cover some organizational aspects, we found additional findings from qualitative research as we received more specific responses and insights' context. Two of them were burnout and person-organization fit. Employees who didn't have a good person-organization fit potentially would affect their performance and productivity, and gradually build up stress and eventually lead to burnout. Additionally, it would negatively impact employees' motivation and organizational commitment, especially in the long run.

Recommendations

- **Job Crafting: Cognitive and Relational Crafting**

Following our collection of quantitative data, we concluded that employees can engage in job crafting to boost their motivation and commitment. The first job crafting theory that can be applied is cognitive crafting. Employees can reframe their role to help re-energize and provide a new meaning to their work. A survey respondent mentioned that their nonprofit takes care of animals. A way to reframe their role is: "By contributing to my organization, I am helping the livelihood of the animals in need." Another job crafting theory is relational crafting. Many respondents voiced that they enjoyed working in-person during the pandemic and having to be distant after the pandemic decreased their motivation. As we transition back into in-person operations, we suggest that employees frame tasks around people they enjoy working with to help motivate themselves and others.

- **Job Enrichment**

From an employer's perspective, they can utilize job enrichment. Survey respondents reported feeling disheartened, thinking about retirement and that their work is less important

because of the issues happening in the world. Through job enrichment, employees can lead new projects that they are interested in and provide a renewed sense of importance. Job enrichment can also help increase variety, identity, autonomy and add significance to one's role. By vertically expanding an employee's job, it creates a sense of authority, challenge, recognition and feedback. To increase positive extra-role performance, employers can recognize and reward the employees that have been doing well or host social events where employees can form bonds. Employers should try to promote an amicable work environment so that employees are encouraged to add to the positive environment.

These theories can help increase motivation and commitment, though there can be disadvantages. Depending on the person, cognitive crafting may not last in terms of longevity. Some individuals may be affected by external factors and their role framing can change. A shift in mindset can be both advantageous and disadvantageous because it can affect their motivation and commitment to the organization. A drawback of job enrichment is that not all employees have the skills required to lead projects. Some employees may be non-salary earning volunteers, therefore, they may not possess the extensive knowledge required to approach a project. There aren't many drawbacks to promoting an amicable workplace; though, holding events to boost employee relationships may be infeasible from a financial perspective or employees may not want to attend.

After analyzing the qualitative data received from our interviewees, especially the second interviewee who shared a lot more negative experiences and insight, we recognized some solutions that the employer and employee can apply to increase employee motivation and commitment. From the employee's perspective, she can utilize cognitive crafting. She can reframe how she thinks about her work by adjusting its description. She stated that she works at

the healthcare nonprofit to gain experience for her college minor. Instead she can reframe her role with the following: “My work at the nonprofit helps spread medical awareness to the community, in turn helping people live healthier lives”.

- **Job Rotation**

The employers at the healthcare nonprofit can also increase its employee’s motivation and commitment through engaging in job rotation. The employee mentioned that she was experiencing burnout from her role at the nonprofit. Rotating jobs can increase the variety of her role and help to combat feelings of burnout. This can invoke motivation among employees because they may be excited to explore new roles that they have yet to experience. Another recommendation for the employers would be to increase affective commitment among its employees. The interviewee noted that the politeness she experiences from other employees is similar to a formality. We recommend that employers create opportunities for employees to build relationships amongst each other so the cordiality becomes more genuine while building a strong form of commitment. This type of commitment can help decrease employee turnover, employees will be less likely to quit knowing that they cannot replace the bonds that they have created.

While these solutions sound feasible in theory, they may be infeasible in this real-world situation. The employee can engage in cognitive crafting; however, she voiced her involvement was only for the experience in the healthcare industry and the role did not align with her goals. The person-organization fit isn’t complementary and may result in contrasting goals later on. A drawback of job rotation is that employers will have to train employees that are inexperienced which takes additional time. Job rotation may not be useful for this particular employee because she mentioned that she gained experience in different medical areas, rotating jobs may not interest her. Lastly, managers of the nonprofit may not have the extra time to ensure that their

workers are building strong relationships even though it can help build long lasting commitment to the organization. The authority figures may have more pressing issues to deal with and employee priority decreases.

- **Self-satisfaction, Goal-setting Theory with SMART Goal**

From the other four interviews, we were able to analyze the importance of increasing intrinsic motivation through self-satisfaction. Specifically looking at the third interview, this volunteer enjoys being able to see the end result of her projects and accomplishing goals. This demonstrates how the goal-setting theory can direct attention, regulate effort, and encourage the proactive development of strategies and action plans. By using the SMART goal, employees will feel a sense of accomplishment (sense of competence), have a feeling that their tasks are moving forward (sense of impact), and feel that they are pursuing a worthwhile task (sense of meaningfulness).

Conclusions

Although the change of organizational commitment and motivation might vary depending on each individual worker and their perceptions towards their current organizations, based on what we discovered from the research, motivation remained unchanged to slightly increased and organizational commitment remained unchanged to slightly decreased for most nonprofits workers. The positive extra-role performance continued to be maintained between workers, while negative extra-role performance (i.e. counterproductive work behaviors) seemed to be common; however, there was no clear evidence of whether it had increased or decreased significantly after the pandemic. With our recommendations, we believe both employers and employees can strive to build a more committed working environment in which encourages intrinsic motivation and more positive extra-role performance.

Appendix

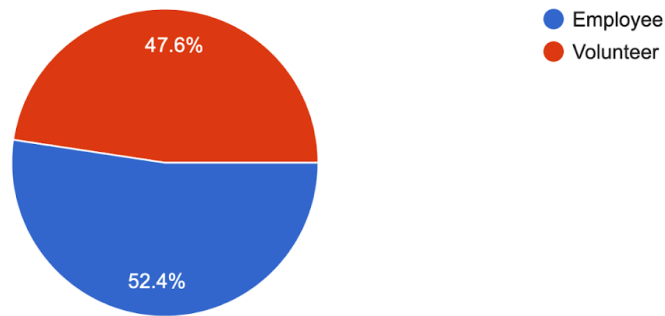
Appendix A: Quantitative Data

Online Survey designed using Google Forms: <https://forms.gle/kzG76mqfBBJ3MTMx6>

Summary of Survey Data

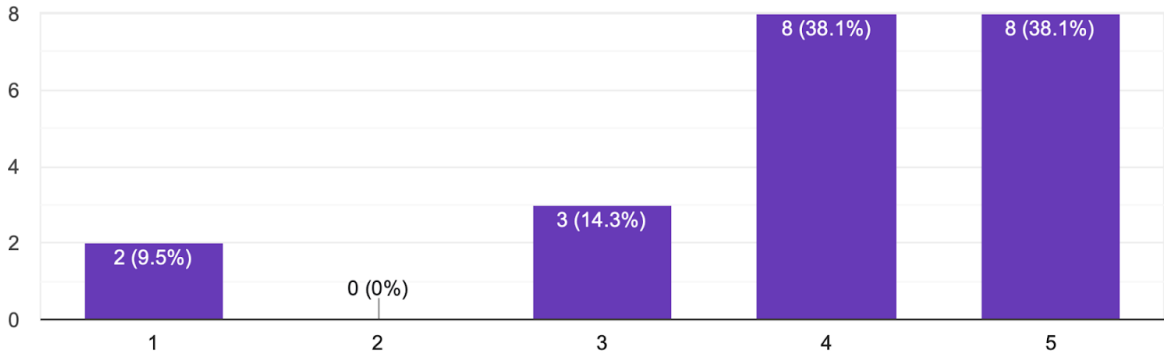
What is your current position at your organization?

21 responses



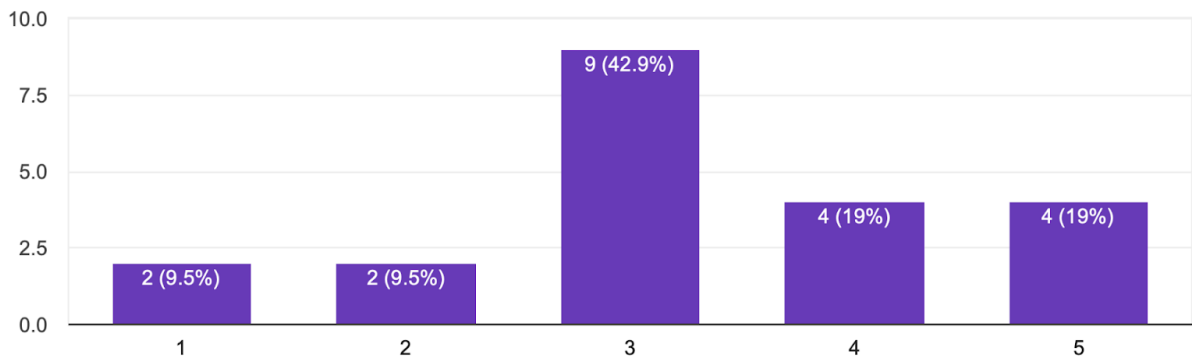
I enjoy working at my current organization.

21 responses



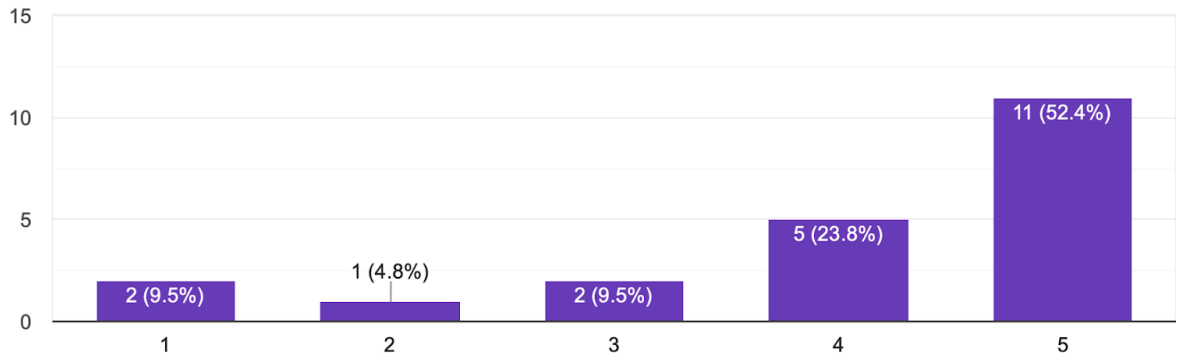
I'm willing to work at the current organization for 2 more years.

21 responses



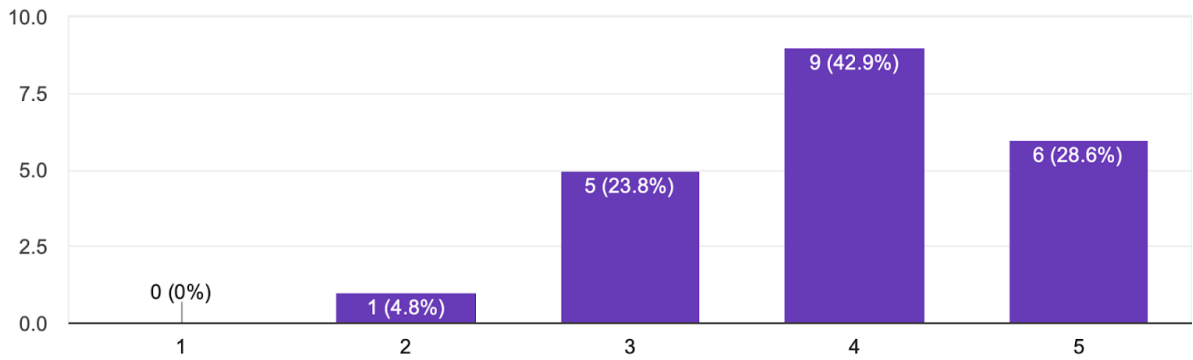
I value my social impact more than the tangible rewards I receive at work.

21 responses



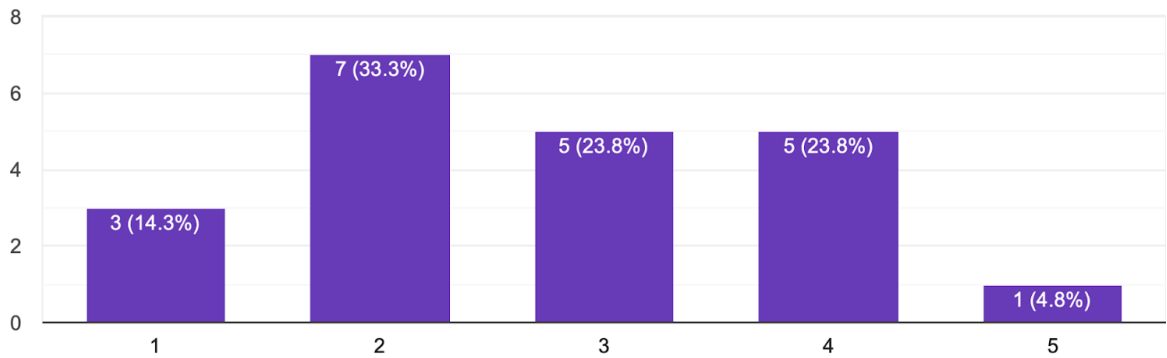
I am more productive with a flexible work schedule.

21 responses



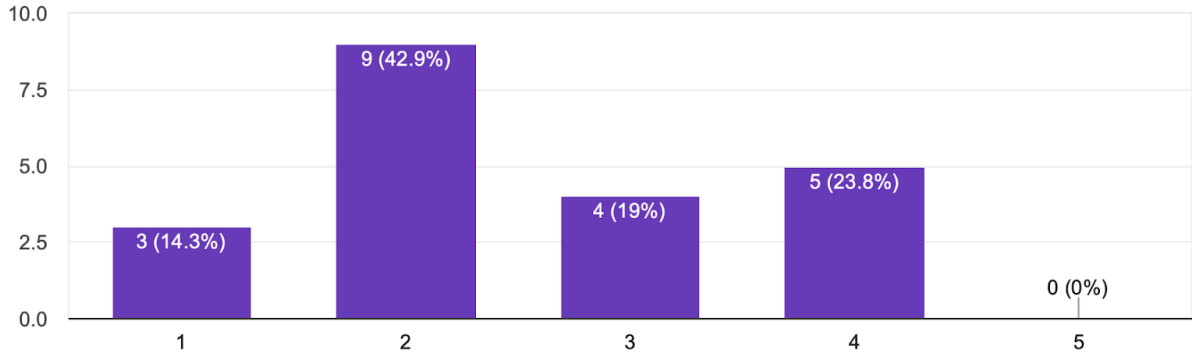
Since the pandemic, I feel disengaged from work.

21 responses



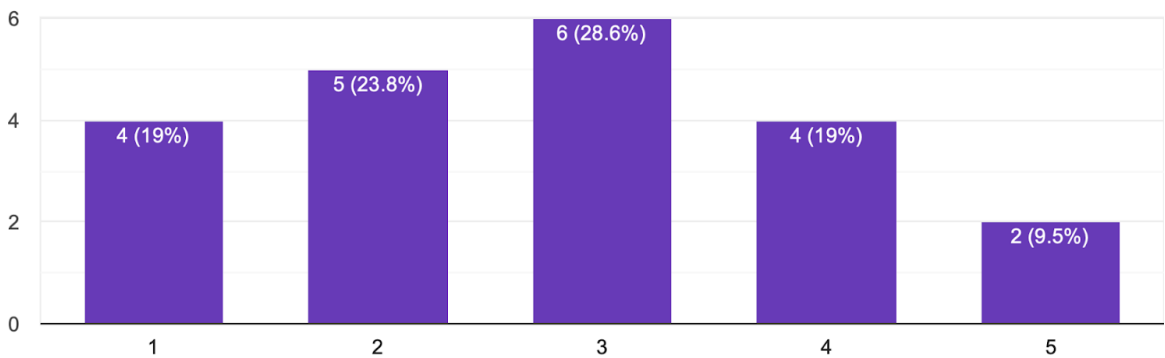
I have experienced psychological withdrawal (e.g., distracted or disengaged) from work due to the pandemic.

21 responses



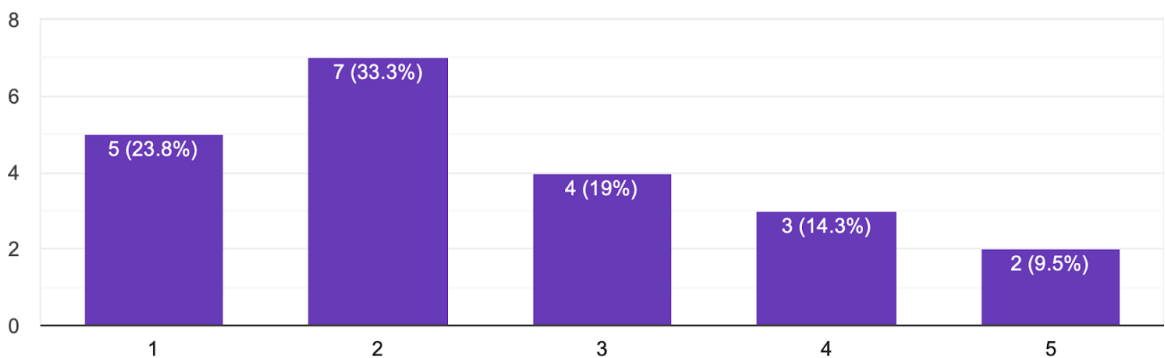
I have experienced physical withdrawal (e.g., missed meetings, being late to work, or low morale) from work due to the pandemic.

21 responses



My overall commitment to the organization has decreased since the pandemic.

21 responses



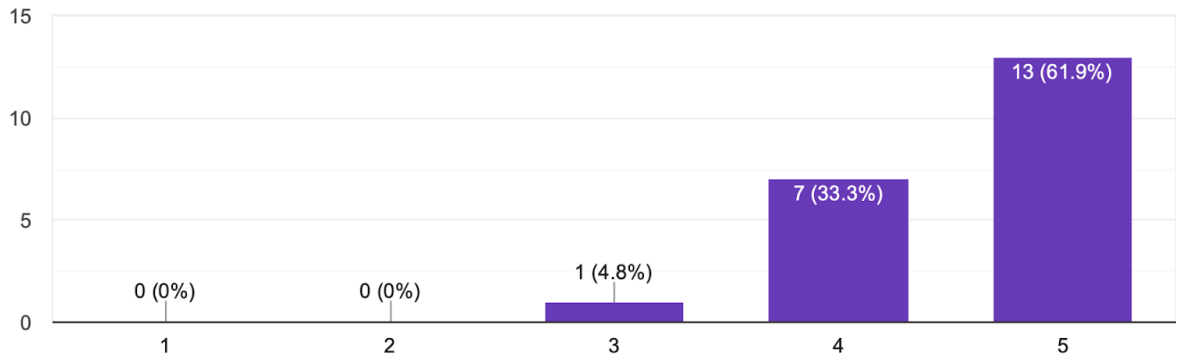
Do you think the pandemic has affected how much you value your job? If so, why?

1. I think my organization has poorly managed the pivot around the pandemic.

2. Yes, I think pandemic has effected the way I value my job because I couldn't meet my coworkers to proceed our work. Meeting through the online platforms sometimes didn't bring the productive work.
3. Value remote work more. Nonprofits can be behind the times. Pandemic forced us to invest in technology and be more flexible in our structure.
4. i think the pandemic has made me value my job more, since I see how valuable the service is to people having a difficult time.
5. Definitely, working at a restaurant during the start of the pandemic was a big impact on paying bills and making ends meet. Finally when work resumed I felt relief to be able to get payed
6. I still value my job but it makes me think more about retirement.
7. I value my job, but it can be seriously disheartening. The world changed and we just keep going like nothing happened.
8. It made me value my volunteer experience more
9. I don't think it affected me that much. But the only thing I felt not really comfortable with my work because I had to work remotely all the time but my jobs are all lab work.
10. Yes, because thanks to the pandemic i value my job alot more
11. A little bit. Because of stricter rules to enter the facility and less human interation with others
12. Yes, because I understand that a lot of people continue to struggle financially due to the pandemic and I want to do my part to help out.
13. No, I continued to volunteer during the pandemic as animal care is essential and needs to happen, no matter what. Many animals were transferred to foster care and only a few volunteers were able to come in, however, so those who stayed home may have felt left out.
14. No, the pandemic even make me more encouraged to do work in an organization bacause it has been a long time not to work with a lot of people
15. No.
16. Well how I interact with kids, I have to make sure to keep a safe distance
17. The work we do seems less important in light of all that is going on in the world.
18. Yes, it made me cherrish my job more.
19. I don't think it has. I think I don't get to interact as deeply with the people I meet through the work, but it still allows me to feel involved with and supportive of my community during a time when we're very isolated.
20. No. It takes more time to adjust with the new situation but I still value my volunteering experience
21. The pandemic helped move me onto a new job, one that I enjoy much more

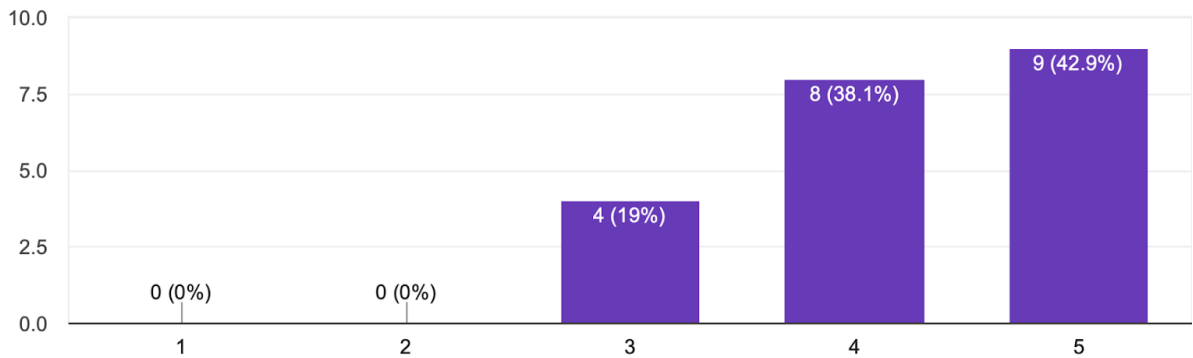
I enjoy helping my co-workers.

21 responses



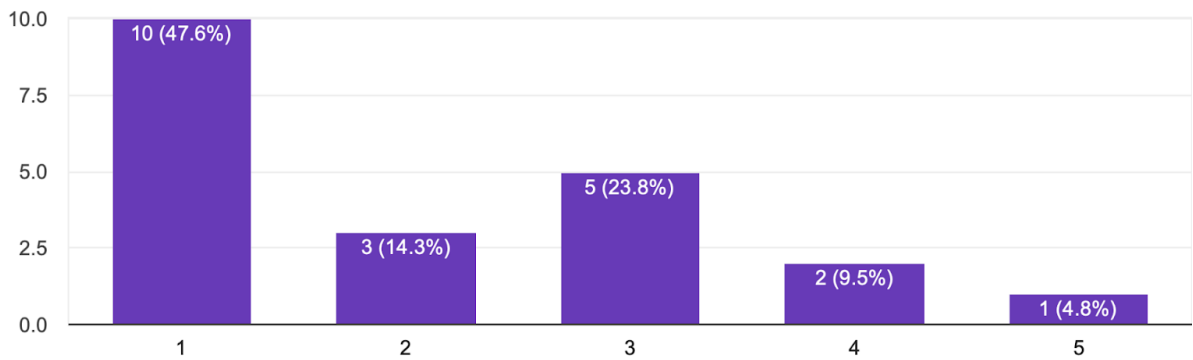
I find my co-workers to be helpful and always willing to assist each other.

21 responses



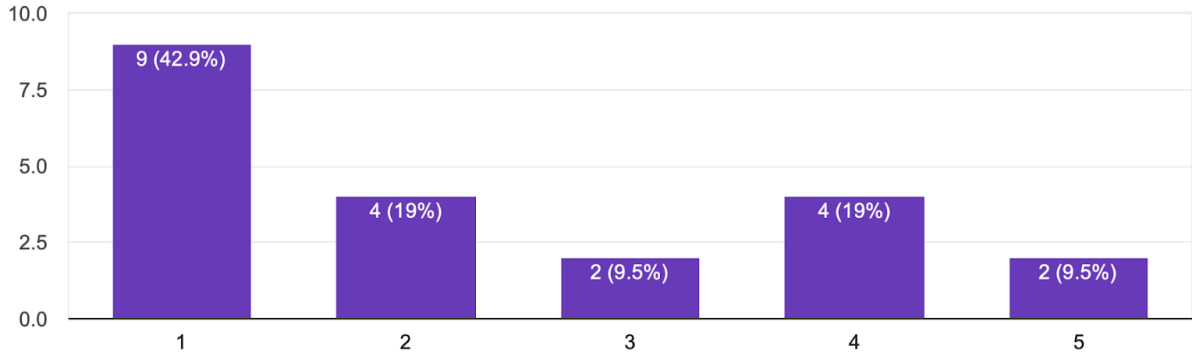
I have experienced fewer positive interactions with co-workers since the pandemic.

21 responses



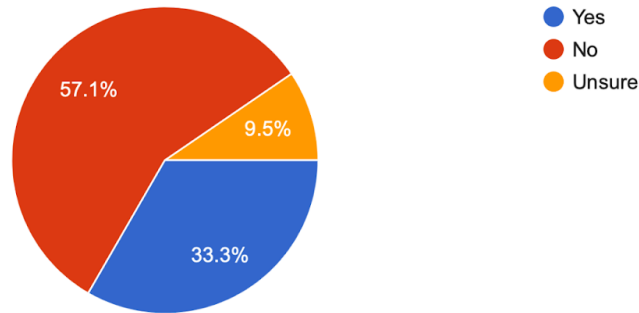
I have engaged in less organizational citizenship behavior (e.g., helping coworkers, giving feedback for improvement, or volunteering for extra work) after the pandemic.

21 responses



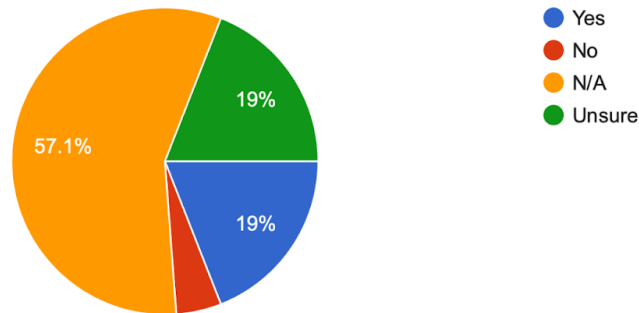
I have witnessed counterproductive behaviors (e.g., verbal harassment, bullying, or any unethical behavior) within the organization at least once.

21 responses



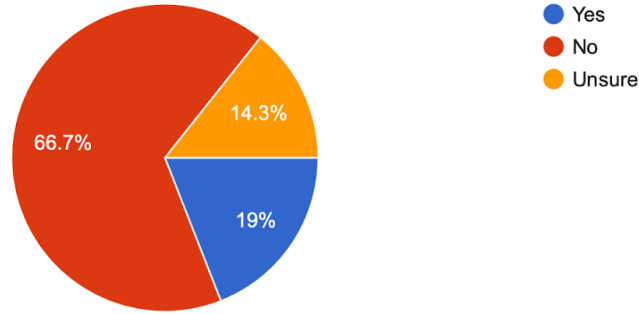
If you have witnessed counterproductive behaviors, did you or anyone else in the organization do anything to stop it? (select N/A if this question does not apply to you).

21 responses



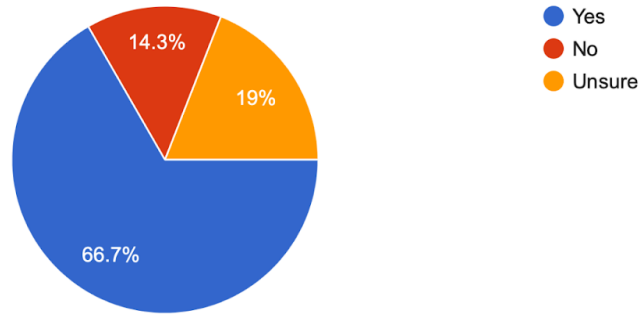
I have contributed to counterproductive behaviors with the organization.

21 responses



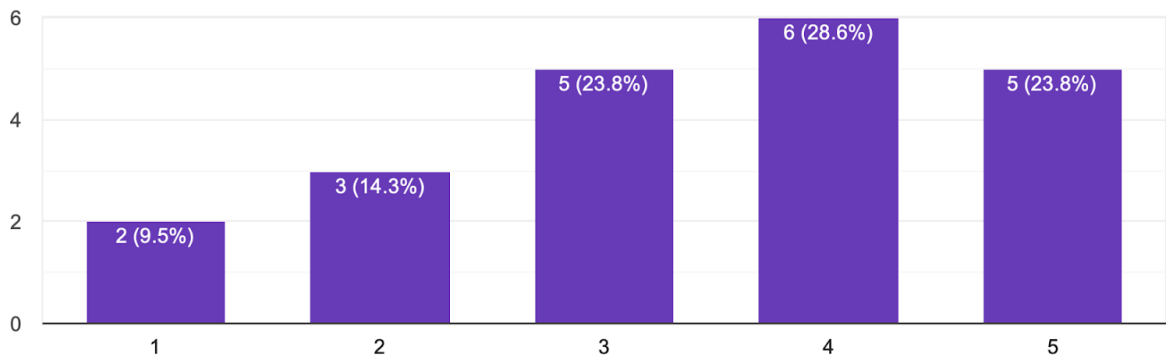
There has been a decrease in volunteerism since the pandemic.

21 responses



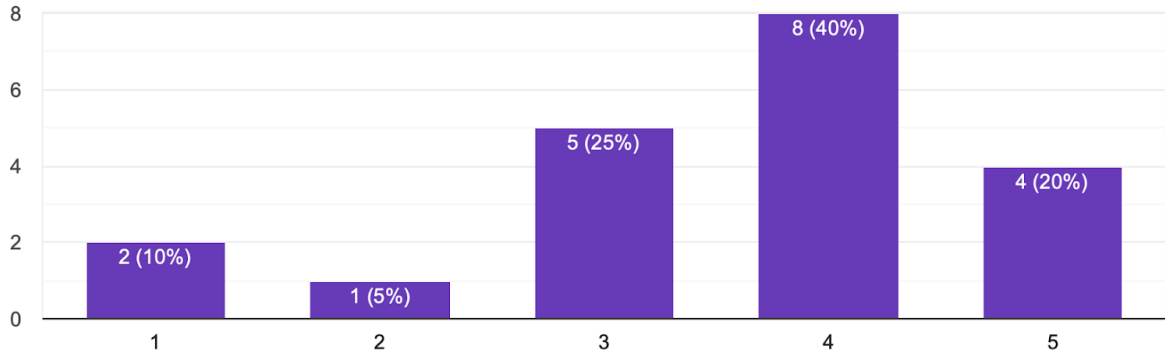
The service towards my clients and communities has been disrupted due to the pandemic.

21 responses



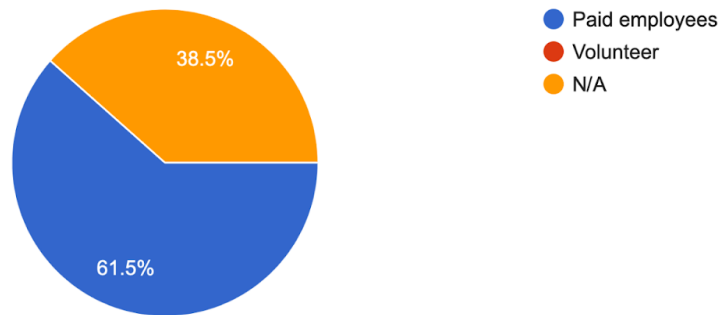
There are differences in terms of effort and performance between employees that earn a salary and volunteers.

20 responses



If yes, who performs better? (If you disagree with the previous statement, select N/A)

13 responses



Appendix B: Qualitative Data

We achieved 5 interviews with workers at 5 different nonprofit organizations. We conducted the interview via Zoom; every identifiable information would be maintained confidential. We let the interviewees know in advance that they should only share information that they feel comfortable sharing.

1. A volunteer at a nonprofit providing free food for people who are in need

Summary: After the pandemic, there was a decrease in volunteerism and donations from the community. She knew that the organization had to lay off some paid employees. From her perspective and experience as a volunteer, she believed the commitment of majority of people who volunteer remained the same. With her volunteer role, she saw the volunteers were more willing to help out and do more than the paid employees. Usually, she got more indifferent attitudes from the paid employees but more energetic and positive attitudes from the volunteer groups. She concluded that volunteers performed way better as she noticed most paid employees

underperformed their roles. In terms of boosterism, she and her volunteer friends were very willing to promote the organization (e.g. posting about the organizational events on social media) because they maintained good relationship with the organization even after the pandemic. Potentially due to her limited exposure, she hadn't experienced or seen any bullying or harassment or other extreme stuff when working there; it was a healthy and amicable working environment. Lastly, she planned to work at her current organization for 2 to 3 more years, and even more. As a volunteer, she valued her social impact and felt happy looking at how happy people were because of the organization's work and effort.

2. An employee at a nonprofit healthcare organization

Summary: The employees at her organization treated each other nicely. Everyone was happy to assist each other but technically she felt that it was a basic thing people had to do in the working environment. Employees did have small arguments sometimes but it wasn't serious enough to be considered a conflict. After the pandemic, she noticed there were more challenges and not many new employees joined during her time working there. In terms of boosterism, she was inclined to say "less" based on how stressful and burnout she was when she had to deal with rude patients. She thought her organization had poorly managed the pivot around the pandemic and didn't care much about employees' mental health. As for organizational commitment, she couldn't speak for others but for her, her commitment decreased drastically and she was going to quit the job soon. Despite respectful interactions between each other on a regular basis, employees' willingness to do additional task (i.e. go above and beyond the required norm) was unfound. They just did what they had been told, and she was the same. However, she was glad that she hadn't experienced anything that too extreme like bullying or harassment within the organization. Due to her decreased commitment and lack of motivation after the COVID, she didn't plan to continue working there and planned to quit in the near future. She said it was only for experience in the healthcare field and didn't align with her career goal.

3. Committee President at Cultural Nonprofit in Seattle

Summary: The primary motivation for volunteers is intrinsic, as they choose to stay to interact with peers and work towards the organization's mission of showcasing cultural values. However, during the pandemic, several volunteers without intrinsic motivation decided to quit or hold off until after the pandemic. The overall growth of the organization also reduced as less members were willing to join. The organization handled these changes to the best of their ability. Volunteers kept up their extra-role performance by hosting online activities and drive-through events, and the committee made sure to enforce the organization's bylaws which required volunteers to remain respectful and civil towards one another. This led to minimal counterproductive workplace behavior, such as harassment or bullying. If members had a disagreement, it would be resolved with a vote amongst the committee. The president says she loves her role and would like to continue working for as long as possible, since it aligns with her

personal interests of bringing a cultural community together and because she gets the opportunity to work with dedicated people.

4. A president at a nonprofit organization that connects Indonesian students in Seattle

Summary: Her primary motivation was to bring happiness to the community and help students if they had any question. She liked hosting events and connecting with people. She thought the organization was a good place to make friends outside of college but at the same time, it was a good opportunity to improve her leadership skills. Her co-workers respected each other, and would help out if anyone needed. No one there received salary; however, she believed there would be a difference between paid employees and volunteers. She witnessed most of the volunteers didn't perform very well (e.g. excuses for not doing their tasks or not submit works on time). As for conflict, she hadn't witnessed any because people there always found a way to solve arguments before it escalated into something more serious. Besides, she hadn't witnessed any bullying or harassment or similar extreme behaviors. After the pandemic, the hiring process became way more challenging because not many people wanted to join. In terms of boosterism, she wasn't sure; as for her, she was very proud of the organization so she always wanted to spread positive things about the organization. Commitment didn't change much (i.e. most people didn't quit). However, the willingness to do additional tasks decreased significantly. Although she enjoyed her time there at the moment, she didn't plan to continue working for 2 to 3 more years. She felt the workload was very heavy, plus, felt more stressed after becoming the president.

5. A Development Officer at Tacoma Rescue Mission

Summary: She's been working at Tacoma Rescue Mission for 9 years. She liked being part of an organization that makes a positive impact on the community each day and being a small part of people lives being transformed. As for her specific role as a Development Office, she liked showing the community all of the great program available and helping to connect people who wanted to help with their passions that would benefit both the residents and person helping. Employees' overall motivation was knowing that they were helping people who were experiencing homelessness every day. Her commitment remained strong when seeing how people had changed their lives through programs and relationship with the Mission. She saw employees treating each other with respect and all were working towards the same goal. "We are all pretty close to each other which is important in jobs that can be high stress," she said. In terms of the differences between volunteers and paid employees, the only difference she could see was that volunteers chose when to come in and how often to work (i.e. paid employees had more defined work hours). Their volunteers were hardworking and committed just like the employees and worked side by side with employees daily doing much of the same tasks. It took a special type of person to choose to spend their free time helping others. She did witness conflicts; however, good relationship between each other allowed them to be honest and fair

when confronting conflict in a respectful manner, so conflicts were resolved pretty quick. Plus, she hadn't seen any bullying or harassment in the workplace. The number of employees had increased as the need had increased. Their goals remained the same but they did face some challenges during the pandemic (e.g. changed sleeping areas, how they serve meals, and changed to virtual meeting). More positive representation (good booterism), commitment to the organization only got stronger during the pandemic because the need for help was even more in the community. As for extra-role performance, she saw most staff had always gone above and beyond. In that type of environment, they never knew what would need to be done or what would happen; all helped each other towards the same goal. She loved working at the Mission and couldn't see herself not being involved in their work in some way for many years, whether as an employee or otherwise.

Question List

General Questions:

1. How long have you been working at your current organization?
2. What do you like about your current role/job?
3. If you could change one or more things about your role/job, what would they be?
4. Can you possibly share why did you decide to join your current organization?

Interview Questions:

1. What motivated you for your daily task and go to work?
2. What drives your commitment to this organization?
3. How do you see the employees treat each other?
 - a. Do employees get along? Do employees respect each other?
4. Do you see any differences in terms of effort and performance between employees that earn a salary and those that are volunteers?
 - a. How different?
5. Have you ever witnessed a conflict?
 - a. If witnessed a conflict, did the conflict get resolved quickly?
6. How has your current organization changed after the pandemic in terms of number of employees, mission/goal and challenges?
7. Have you noticed more or less positive representation of your organization that takes place away from work since the pandemic?
8. Have you noticed a change in other employee's commitment to the organization after workplaces began to reopen?
9. Have you witnessed a change in your employee's willingness to do additional tasks? (go above and beyond the required norm)
10. Has there been more or less since ostracism, bullying or harassment since reopening your organization? Why do you think this is the case?
11. Do you plan to work at your current organization for 2 or 3 more years? Why/Why not?

Appendix C: Reference

Kuenzi, K., Stewart, A. J., & Walk, M. (2021). COVID-19 as a nonprofit workplace crisis: Seeking insights from the nonprofit workers' perspective. *Nonprofit Management and Leadership*, 31(4), 821–832. <https://doi.org/10.1002/nml.21465>

